

Extra-Ordinary Board Meeting

Greater Cambridge Development Corporation

Board Date: 30 July 2026

Present	Position
Peter Freeman	Chair of Greater Cambridge Development Corporation (GCDC)
Baroness Sally Morgan of Huyton	Deputy Chair
Professor, Sir John Aston	Board member
Richard de Cani	Board member
Ros Kerslake CBE	Board member
Cllr Lucy Nethsingha	Board member (CCC)
Paul Schofield	Board member
Cllr Katie Thornborrow	Board member (Cambridge City Council) (CCC)
In Attendance	
James Butters	General Counsel, GCDC
Gareth Caller	Finance Director, GCDC
Beth Dugdale	Deputy CEO and COO, GCDC
Cathy Francis	Director, New Towns, Infrastructure and Housing Delivery, MHCLG
Janice Gotts (representing CPCA in absence of Paul Bristow, Rob Bridge)	Deputy CEO, CPCA
Cllr Brian Milnes (representing SCDC in absence of Cllr Bridget Smith)	Deputy Leader, SCDC
Stanley Mukwenya	Assistant Company Secretary (Minute Taker) GCDC
Wendy Myers	Project and PMO Lead, GCDC
Rebecca Sampins	Deputy Director, Cambridge Strategy Unit, New Towns, Infrastructure and Housing Delivery, MHCLG
Apologies	
Mayor Paul Bristow	Board Member (CPCA)
Cllr Bridget Smith	Board Member (SCDC)

01	Declarations of Interest	
07/26/01	The Chair welcomed everyone to the meeting	
07/26/02	Beth Dugdale, James Butters, and Gareth Caller withdrew from the meeting during consideration of Agenda Item 4 (Appointments Approval) and took no part in the discussion or decision-making relating to this item.	
02	Appointments approval	
07/26/03	The Board considered a report seeking approval of the day one officer appointments required to establish the Greater Cambridge Development Corporation and support its effective operation from commencement. It was noted that the proposals, developed by MHCLG and Homes England, would provide immediate executive, legal and financial leadership capacity.	
07/26/04	The Board noted the proposed appointment of four senior officers, including the Chief Executive, Deputy Chief Executive, General Counsel and Finance Director, subject to the completion of final contractual arrangements.	
07/26/05	Assurance was sought on arrangements for secondees transitioning to permanent appointments, with members highlighting the importance of ensuring future employment arrangements reflected both the interests of the individuals concerned and those of the Corporation.	
07/26/06	In response, the Board was advised that discussions with the individuals concerned were ongoing and that all had expressed a willingness to undertake the proposed roles, with any permanent arrangements remaining subject to agreement. Members also sought assurance regarding the proposed remuneration levels, including appropriate performance expectations and accountability arrangements.	
07/26/07	The Board was informed that the proposed salary ranges had been benchmarked against comparable roles within development corporations and the wider public sector, reflecting the scale and complexity of the positions.	
07/26/08	The Chair expressed strong support for the recommendations, highlighting the considerable experience and expertise of the proposed appointees, including their leadership, financial, legal and governance capabilities.	

07/26/09	Following discussion, the Board expressed support for the proposed appointments. The Board approved: • The appointment of David Hill as Chief Executive. • The appointment of Beth Dugdale as Deputy Chief Executive and Chief Operating Officer. • The appointment of James Butters as General Counsel. • The appointment of Gareth Caller as Finance Director.	
07/26/10	The Board further approved: • The appointment of Beth Dugdale as Interim Accounting Officer until David Hill takes up the role of Chief Executive • The appointment of David Hill as Accounting Officer upon commencement of his appointment as Chief Executive.	
03	Approval of the Corporation's Authorised Signatories and Seal	
07/26/11	The Chair invited comments on the report regarding authorised signatories and the Corporation's seal arrangements. No issues were raised, and the Board noted the proposed governance, control and legal execution processes.	
07/26/12	The Board: • Approved the authorised signatories list and adopted the Greater Cambridge Development Corporation's corporate seal.	
04	Arrangements for Corporate Services	
07/26/13	The Board received a report seeking approval of a Service Level Agreement with Homes England to provide finance, human resources, IT and digital, data protection, and other corporate support services during the Corporation's establishment phase. It was noted that the arrangement would provide operational continuity and resilience while longer term operating arrangements were developed.	
07/26/14	Discussions were held on the duration of the SLA, future staffing implications, governance arrangements, digital systems, financial oversight and the Corporation's longer term operational independence. It was noted that the agreement was expected to operate for 18 months, with any future staff transfer arrangements subject to appropriate employment processes.	
07/26/15	Clarification was sought on the governance relationship between the Development Corporation, Homes England and MHCLG. The Board was informed that the Corporation would operate as an independent body sponsored by MHCLG, with Homes England acting as a service provider through the Service Level Agreement.	
07/26/16	Assurance was sought that the SLA would not limit the Corporation's ability to develop future partnerships and service	

	arrangements. It was confirmed that the agreement was non-exclusive and would not prevent the Corporation from entering into additional agreements where appropriate.	
07/26/17	The importance of aligning significant contractual decisions with financial planning was highlighted and noted that detailed budget and financial information would be presented through future governance reporting arrangements. Discussion also covered IT access, security and document accessibility, and it was confirmed that an issue relating to the registration of the Corporation's name at Companies House had been resolved.	
07/26/18	The Board was advised that individual service lines within the SLA could be terminated with notice, providing flexibility to bring services in-house or procure alternatives as required. Members noted the importance of the Corporation progressively developing greater operational independence as it matured.	
07/26/19	The Board: • Approved the Service Level Agreement with Homes England. • Noted that the agreement would provide corporate and operational support services during the Corporation's establishment phase. • Noted that the arrangement was intended to operate as a transitional agreement, initially for a period of up to 18 months. • Noted that the agreement was non-exclusive and would not prevent the Corporation from entering future arrangements with other organisations. • Noted the intention to develop increased operational independence and alternative service arrangements as appropriate over time.	
05	Approval of Corporation Policies and Procedures	
07/26/20	The Board received a report seeking approval of a suite of governance and operational policies required to support the Corporation's establishment, compliance, and operational readiness from day one. It was noted that the policies had been adopted largely from existing Homes England arrangements as interim measures and would be reviewed and updated as the Corporation developed its own operating model and procedures.	
07/26/21	The policies covered risk management, procurement, communications, intellectual property, data protection, human resources, health and safety, digital services, anti-money laundering, and whistleblowing. Discussions were held on the suitability of the policies for the Corporation's future needs and the importance of reviewing and tailoring them over time to reflect the	

	Corporation's objectives, governance arrangements, and stakeholder relationships.	
07/26/23	The Board welcomed the policies as an appropriate interim framework but emphasised the need for further review, particularly of the communications and risk management policies, to ensure they reflected the Corporation's specific requirements and stakeholder relationships. It was confirmed that more bespoke arrangements would be developed for future consideration by the Board.	
07/26/24	Clarification was sought on the development of the Corporation's Target Operating Model and future organisational structure. It was noted that further proposals would be brought forward alongside the business plan, budget, and wider organisational arrangements.	
07/26/25	Discussions were held on the draft risk appetite framework, including the balance between value for money and the Corporation's place making, regeneration and growth objectives. It was noted that risk management arrangements should support both the Corporation's statutory responsibilities and wider strategic ambitions, and that the Audit and Risk Committee would undertake further consideration of the framework and risk appetite statements.	
07/26/26	The Board: • Approved the adoption of the proposed governance and operational policies. • Noted that the policies were intended to operate as interim arrangements pending further review and refinement. • Agreed that further work should be undertaken on the communications protocol and risk management framework to ensure they reflected the specific requirements of the Development Corporation. • Noted that a Target Operating Model would be presented to a future meeting of the Board alongside the business plan and budget proposals. • Noted that the Audit and Risk Committee, once established, would undertake further consideration of the Corporation's risk management framework and risk appetite arrangements.	
	Audit and Risk and Nomination and Remuneration Committees	
07/26/27	• The establishment of the Audit and Risk Committee and the Nominations and Remuneration Committee was supported. Four members volunteered to form the initial membership of both committees. Paul was nominated Chair of the Audit and Risk Committee, with John, Peter	

	and Lucy serving as members. The Chair of the Nominations and Remuneration Committee will be confirmed at a future meeting	
07/26/28	The Board: • The establishment of the Audit and Risk Committee and the Nominations and Remuneration Committee was supported. Four members volunteered to form the initial membership of both committees. Paul was nominated Chair of the Audit and Risk Committee, with John, Peter and Lucy serving as members. The Chair of the Nominations and Remuneration Committee will be confirmed once confirmed. • Noted the importance of effective governance, assurance, and risk oversight arrangements. • Agreed that formal proposals regarding Committee membership and terms of reference be prepared and submitted to a future meeting for approval.	
06	Board Forward Plan	
07/26/29	The Board noted that future meetings would consider key strategic and operational matters, including the Business Plan, budget and financial strategy, Target Operating Model, staffing and resourcing arrangements, governance documentation, strategic partnerships, public engagement arrangements, and the Corporation's long-term vision.	
07/26/30	Clarification was sought on future public engagement and participation arrangements, highlighting the importance of transparency, accountability, and effective public scrutiny. It was noted that proposals would be developed to support meaningful public engagement while enabling the Board to operate effectively.	
07/26/31	Members highlighted the importance of establishing clear partnership arrangements with local authorities, the Combined Authority, and other key stakeholders. It was agreed that partnership working should form part of the Board's future work programme to support effective collaboration and alignment with existing governance structures.	
07/26/32	The Board members emphasised the importance of developing a formal forward plan for Board business and aligning the Corporation's programme of work, where practicable, with key milestones being progressed by partner organisations. It was confirmed that a detailed forward plan would be developed and presented to the Board.	
07/26/33	The Board:	

	• Agreed to address transparency in ToR ,communication and partnership working. • Agreed that future meetings should consider the Business Plan, budget and financial strategy, Target Operating Model, staffing and resourcing arrangements, Governance Framework Document, strategic partnership arrangements, public engagement arrangements, and the Corporation's long-term strategic vision. • Noted that a detailed written forward plan would be developed and provided as a standing agenda item to future meetings of the Board.	
07/26/34	Actions: • Bring forward a discussion paper relating to partnership working • Prepare a detailed forward plan of Board business • Progress work on member remuneration and seek ministerial decision	Comms Governance Rebecca Sampins
07/26/35	The Chair thanked everyone and closed the meeting.	